

Example- The Process Of Business

MANAGEMENTS
DESIRED
OUTCOMES
ON ITS
ORGANIZATION

PRIORITIZED
BY
OPPORTUNITY

FIG. 20a

WHATs
VS.
HOWs

Strong ● 9
Moderate ○ 3
Weak △ 1

20b

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	1
Deliver value to its customers	△	○	△	△	○	○	●	△		○			△	△													9.7
Utilize its collective knowledge to make the best decisions	○	●		○									△	△													9.2
Assume responsibility for its success	○			△	△					△			○				●			△							9.0
Compete effectively against other organizations		△		○	○	△			●	△	○	△						○	△						△		8.8
Minimize its risk of failure	△	○	△		●		○						△					△	△								8.3
Deliver value to its investors	△	△	△	△	△		○	△		△		○		△				△	△						○		8.1
Perform its actions in order of importance/value			●				△	△		△	△	△						△	△			●					7.2
Quickly transform its ideas into something of value		○	△		○		△	△		△	△	●	△	△													6.8
Control its own destiny	△	△	△	△	△	○	△	△		△	△			△				△		●				△			6.8
Cooperate across functions to achieve organizational goals	●				○		○							△													6.8
Minimize the effort required to obtain a customer		△	△				○		○					△								●					6.7
Coordinate its actions across all functions	○	○	△	△		●					△																6.3
Strengthen its skills and abilities									○		●			△						○							6.2
Motivate its employees to take action	○	△	○	○	△	△							○	△		●	△								○		5.5
Eliminate unnecessary actions			○	△	○			○		●		△		△	△	△	△		△								5.5
Deliver value to its stakeholders			△	△	△		△	△										△				△	●				5.5
Minimize the effort required to achieve the desired results	△	○	○	△	○	○	●			△		△															5.3
Incorporate change with minimal internal resistance	○	△	○	●	△		△											△	△								5.2
Implement its plans without internal resistance	○	○	○	○	△	△	△	△		△			●			△			△					△			4.8
Deliver value to its employees	○		△	△					△	△	△			△	△	△					△				△		4.5
Incorporate required change with minimal disruption			○							△		△		△	△			●									4.5
Operate with a focus on long term success						△									●					△	△				△	△	4.2
Possess the skills to achieve its goals	△										○	△								●							4.2
Motivate its employees to think creatively	○	○	○	○	△									●			△										3.9
Eliminate dependencies that are self-destructive									△	△	△						△	△	△								3.5
Protect itself from threats	△	△			○													●									3.4
Normalized Importance	8.2	7.2	5.9	5.6	5.5	4.9	4.9	4.3	4.1	3.9	3.9	3.8	3.6	3.5	3.4	3.0	2.9	2.8	2.8	2.7	2.6	2.4	2.1	2.0	2.0	2.0	1
Minimize value = 10.0																											2
Maximum value = 0.0																											

20b

1	-> Number of decisions made through organizational consensus
2	-> Number of knowledgeable employees involved in decision making
3	-> Percent of required actions prioritized for synergistic value
4	-> Percent of employees that are involved in decisions affecting themselves
5	-> Number of decisions that consider all the facts
6	-> Percent of actions coordinated across all functions
7	-> Number of opportunities for customers to achieve their desired outcomes
8	<- Number of actions taken that will not predict success
9	-> Number of actions accomplished to establish a strength
10	<- Number of actions that cannot be traced to the delivery of value
11	-> Number of actions taken to grow a skill
12	<- Time it takes to turn ideas into something of value
13	-> Percent of employees that are committed to plans affecting themselves
14	-> Number of opportunities for creative thinking
15	-> Percent of long-term outcomes considered in decision making
16	-> Percent of positive actions that are rewarded
17	-> Number of failures linked to inadequate actions
18	-> Number of defenses from threats/danger
19	<- Number of plans that are out of phase with long term plans
20	<- Number of actions that are externally motivated
21	-> Percent of skills acquired to achieve the desired results
22	-> Number of opportunities for investors to achieve their desired outcomes
23	-> Number of known characteristics of the target customer
24	-> Number of opportunities for stakeholders to achieve their desired outcomes
25	-> Number of opportunities for employees to achieve desired outcomes
26	<- Number of self-destructive dependencies
1	Importance (Top 2 Box)
2	Satisfaction With Current Approach (Top 2 Box)
3	Maximum value = 12.0 Percent Importance Minimum value = -1.0
4	Percent Importance

2	3	4	2
6.3			6.1
2.3			5.8
8.8			5.6
4.2			5.5
5.1			5.2
7.2			5.1
3.6			4.5
5.1			4.3
7.3			4.3
3.5			4.3
5.4			4.2
4.7			3.9
8.5			3.4
4.2			3.4
6.1			3.4
4.1			3.3
4.2			3.3
3.9			3.0
6.2			2.8
4.5			2.8
3.5			2.6
5.3			2.6
4.2			2.4
7.4			2.2
5.3			2.1
2	3	4	26

FIG. 20b

Evaluation Criteria

CONCEPT SELECTION AND EVALUATION ANALYSIS

	1	2	Normalized Importance	Normalized Importance
- > Percent of decisions made through organizational consensus	1	8.2		Minimum value = 1.0
- > Percent of knowledgeable employees involved in decision making	2	7.2		Maximum value = 10.0
- > Percent of required actions prioritized for synergistic value	3	5.9		
- > Percent of employees that are involved in decisions affecting themselves	4	5.6		
- > Percent of decisions that consider all the facts	5	5.5		
- > Percent of actions coordinated across all functions	6	4.9		
- > Percent of uncovered opportunities for customers to achieve their DO's	7	4.9		
- > Percent of actions taken that will not predict success	8	4.3		
- > Percent of actions taken to establish a strength	9	4.1		
- > Percent of actions that cannot be traced to the delivery of value	10	3.9		
- > Percent of actions taken to grow a skill	11	3.9		
- > Time it takes to turn ideas into something of value	12	3.8		
- > Percent of employees that are committed to plans affecting themselves	13	3.6		
- > Number of opportunities for creative thinking	14	3.5		
- > Percent of long-term outcomes considered in decision making	15	3.4		
- > Percent of positive actions that are rewarded	16	3.0		
- > Number of failures linked to inadequate actions	17	2.9		
- > Number of defenses from threats/danger	18	2.8		
- > Percent of plans that are out of phase with long term plans	19	2.8		
- > Percent of actions that are externally motivated	20	2.7		
- > Percent of skills acquired to achieve the desired results	21	2.6		
- > Number of opportunities for investors to achieve their desired outcomes	22	2.4		
- > Percent of known characteristics of the target customer	23	2.1		
- > Number of opportunities for stakeholders to achieve their desired outcomes	24	2.0		
- > Number of opportunities for employees to achieve desired outcomes	25	2.0		
- > Number of self-destructive dependencies	26	2.0		

Evaluation Of Business Concepts

CONCEPT SELECTION AND EVALUATION ANALYSIS

22b

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Total Advantages	Total Disadvantages	Total Score
-> Percent of decisions made through organizational consensus	+	S	+	+	+	+	+	8.2																					
-> Percent of knowledgeable employees involved in decision making	+	S	+	+	+	+	+	7.2																					
-> Percent of required actions prioritized for synergistic value	+	S	+	+	+	+	+	5.9																					
-> Percent of employees that are involved in decisions affecting themselves	+	S	+	+	+	+	+	5.6																					
-> Percent of decisions that consider all the facts	+	S	+	+	+	+	+	5.5																					
-> Percent of actions coordinated across all functions	+	S	+	+	+	+	+	4.9																					
-> Percent of uncovered opportunities for customers to achieve their DO's	+	S	+	+	+	+	+	4.9																					
<- Percent of actions taken that will not predict success	+	S	+	+	+	+	+	4.3																					
-> Percent of actions taken to establish a strength	+	S	+	+	+	+	+	4.1																					
<- Percent of actions that cannot be traced to the delivery of value	+	S	+	+	+	+	+	3.9																					
-> Percent of actions taken to grow a skill	+	S	+	+	+	+	+	3.9																					
<- Time it takes to turn ideas into something of value	+	S	+	+	+	+	+	3.8																					
-> Percent of employees that are committed to plans affecting themselves	+	S	+	+	+	+	+	3.6																					
-> Number of opportunities for creative thinking	+	S	+	+	+	+	+	3.5																					
-> Percent of long-term outcomes considered in decision making	+	S	+	+	+	+	+	3.4																					
-> Percent of positive actions that are rewarded	+	S	+	+	+	+	+	3.0																					
-> Number of failures linked to inadequate actions	+	S	+	+	+	+	+	2.9																					
-> Number of defenses from threats/danger	+	S	+	+	+	+	+	2.8																					
<- Percent of plans that are out of phase with long term plans	+	S	+	+	+	+	+	2.8																					
<- Percent of actions that are externally motivated	+	S	+	+	+	+	+	2.7																					
-> Percent of skills acquired to achieve the desired results	+	S	+	+	+	+	+	2.6																					
-> Number of opportunities for investors to achieve their desired outcomes	+	S	+	+	+	+	+	2.4																					
-> Percent of known characteristics of the target customer	+	S	+	+	+	+	+	2.1																					
-> Number of opportunities for stakeholders to achieve their desired outcomes	+	S	+	+	+	+	+	2.0																					
-> Number of opportunities for employees to achieve desired outcomes	+	S	+	+	+	+	+	2.0																					
<- Number of self-destructive dependencies	+	S	+	+	+	+	+	2.0																					
Total Advantages	33.6	33.1	43.3	91.6	89.6	91.6	91.6																						
Total Disadvantages	4.0																												
Total Score	33.6	29.1	43.3	91.6	89.6	91.6	91.6																						

FIG. 22a

Target Values For Prioritized Metrics
MANAGEMENT'S REQUIREMENTS ON ITS ORGANIZATION

23b

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
-> Percent of decisions made through organizational consensus	8.2				5%																					
-> Percent of knowledgeable employees involved in decision making	7.2				15%																					
-> Percent of required actions prioritized for synergistic value	5.9				5%																					
-> Percent of employees that are involved in decisions affecting themselves	5.6				15%																					
-> Percent of decisions that consider all the facts	5.5				5%																					
-> Percent of actions coordinated across all functions	4.9				50%																					
-> Percent of uncovered opportunities for customers to achieve their DO's	4.9				25%																					
-> Percent of actions taken that will not predict success	4.3				50%																					
-> Percent of actions taken to establish a strength	4.1				25%																					
-> Percent of actions that cannot be traced to the delivery of value	3.9				50%																					
-> Percent of actions taken to grow a skill	3.9																									
-> Time it takes to turn ideas into something of value	3.8																									
-> Percent of employees that are committed to plans affecting themselves	3.6																									
-> Number of opportunities for creative thinking	3.5																									
-> Percent of long-term outcomes considered in decision making	3.4																									
-> Percent of positive actions that are rewarded	3.0																									
-> Number of failures linked to inadequate actions	2.9																									
-> Number of defenses from threats/danger	2.8																									
-> Percent of plans that are out of phase with long term plans	2.8																									
-> Percent of actions that are externally motivated	2.7																									
-> Percent of skills acquired to achieve the desired results	2.6																									
-> Number of opportunities for investors to achieve their desired outcomes	2.4																									
-> Percent of known characteristics of the target customer	2.1																									
-> Number of opportunities for stakeholders to achieve their desired outcomes	2.0																									
-> Number of opportunities for employees to achieve desired outcomes	2.0																									
-> Number of self-destructive dependencies	2.0																									

The Top 10 Metrics Synergistically satisfy 55% Of The Requirements

FIG. 23a

FIG. 22b

22a

1	QFD, 4 Phase vs. Typical Approach
2	Process Reengineering vs. Typical Approach
3	Teams vs. Typical Non-Team Approach
4	Invention vs. Typical Approach
5	Invention vs. QFD
6	
7	Ideal Theoretical Approach
1	Normalized Importance
2	Maximum value = 10.0 Normalized Importance
	Minimum value = 1.0

FIG. 23b

23a

1	Normalized Importance
2	Maximum value = 10.0 Normalized Importance
	Minimum value = 0.0
3	Current Value of Most Organizations
4	Target Value 1996
5	Target Value 1997
6	Target Value 1999